

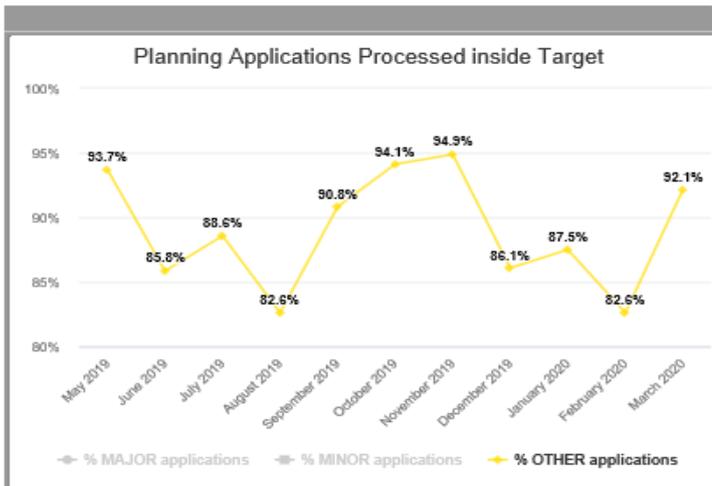
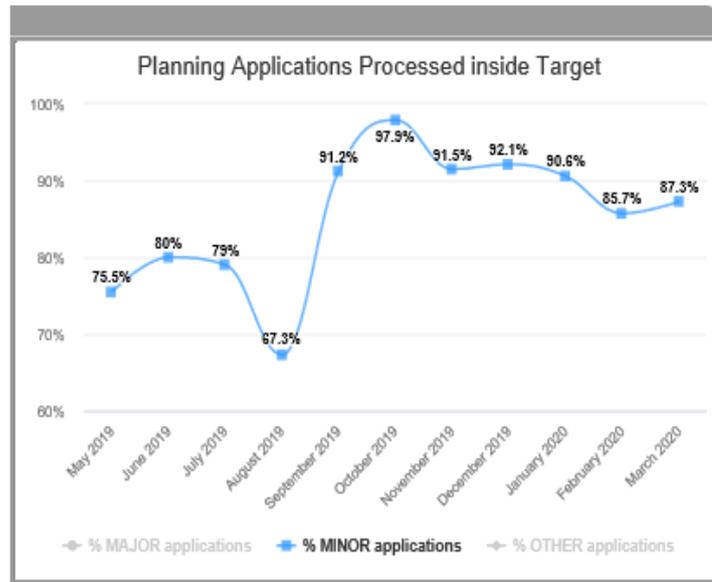
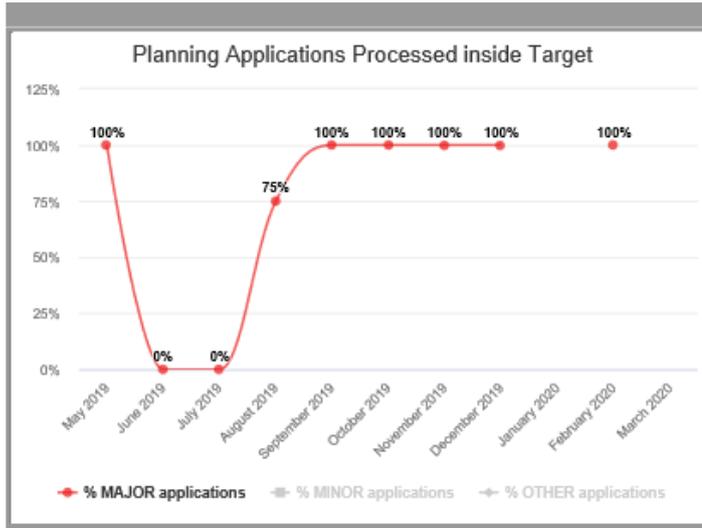
**Appendix 2: Action Plan Subject:
Planning Applications: Major, Minor and Others
Lead Director: Executive Director Place**



Two Year Trend	Commentary																											
<p>% MAJOR applications determined within target</p> <table border="1"> <caption>% MAJOR applications determined within target</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2018/19</td><td>87.5%</td><td>90%</td></tr> <tr><td>Q2 2018/19</td><td>60%</td><td>90%</td></tr> <tr><td>Q3 2018/19</td><td>62.5%</td><td>90%</td></tr> <tr><td>Q4 2018/19</td><td>80%</td><td>90%</td></tr> <tr><td>Q1 2019/20</td><td>75%</td><td>90%</td></tr> <tr><td>Q2 2019/20</td><td>66.7%</td><td>90%</td></tr> <tr><td>Q3 2019/20</td><td>100%</td><td>90%</td></tr> <tr><td>Q4 2019/20</td><td>100%</td><td>90%</td></tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q1 2018/19	87.5%	90%	Q2 2018/19	60%	90%	Q3 2018/19	62.5%	90%	Q4 2018/19	80%	90%	Q1 2019/20	75%	90%	Q2 2019/20	66.7%	90%	Q3 2019/20	100%	90%	Q4 2019/20	100%	90%	<p>A detailed development management performance action plan was produced in March 2019 and is regularly updated to focus on a range of actions to improve performance. Evidence through the graphs to the left suggests that these initiatives have continued to take effect with targets for determination times hitting or exceeding targets throughout Quarter 3 and Quarter 4 for Minor and Major applications.</p> <p>The Charts and tables to the left show historical performance across the last 8 Quarters. The graphs on the following page demonstrate a clear upturn in performance for Q4 with targets being exceeded for minor and major applications</p>
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Two Year Trend

Commentary



Customer Services etc. to track progress on delivery of Action Plan tasks. This ran to March 2020 however will be reconvened as necessary

- Recommendations from a recent internal audit by PwC being used to improve internal systems
- December 2019- January 2020 another significant recruitment campaign launched in December 2019 following on from the autumn 2019 campaign. This has yielded some further success with 4 Senior Planning Officer roles filled however some key posts (including a Principal Planning Officer and Conservation post) remaining vacant
- A mini-restructure in spring 2020 has enabled one agency Principal Planner to move to a fixed term contract and has made the Strategic Applications Manager role a permanent one. This is currently under recruitment
- Authority has been given to use interim agency support while rolling recruitment continues
- HoS working closely with HR / Recruitment to enhance recruitment campaigns and maximise reach and attractiveness of posts
- Successful recruitment to posts over the past 18 months has contributed to reduction in caseloads, improved performance and an improvement in team morale
- An Operational Support officer has been trained to provide more regular 'in month' performance data to Planning Service managers so that they can mitigate issues within the month and optimise performance and this has assisted improve performance on a weekly basis
- Focused performance meetings continue to target decision dates and ensure extensions of time are secured where necessary. Weekly Strategic Applications Meetings are held to track major applications and monitor performance
- Improved communication has been put in place with staff through team meetings and 1:1s to increase importance
- With sustained improvement on performance on determination times, focus is now turning to pre-application performance and addressing a backlog of undetermined applications
- COVID 19 has seen a reduction in the number of applications received (notably smaller, household applications) and has had an impact on fee income; however workload

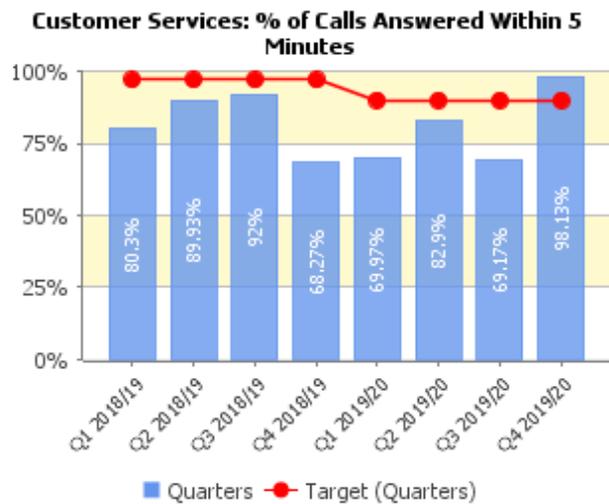
Two Year Trend	Commentary
	<p>on larger applications continues and the reduction in smaller applications provides opportunity to address backlogs and improve pre-application performance</p> <p><u>Timescales for Improvement</u></p> <ul style="list-style-type: none"> • We anticipate that we will see recent performance sustained throughout 2020-2021 on: <i>NI157a % Major Applications determined within target,</i> <i>NI157b % Minor applications determined within target</i> <i>NI157c % Other Applications determined within target</i> <p>The 2 year rolling figures will take longer to see an improvement in the figures as previous lower performance will impact these figures for at least the next few quarters; however improvement is already observable in the figures</p>

Action Plan Subject: Telephony and Customer Services
Lead Director: Executive Director Resources

Two Year Trend	Commentary																																																						
<p>Correlation between Customer Services staffing level & % of calls answered</p> <table border="1"> <caption>Correlation between Customer Services staffing level & % of calls answered</caption> <thead> <tr> <th>Quarter</th> <th>Staff FTE excl. trainees</th> <th>% calls answered</th> </tr> </thead> <tbody> <tr><td>Q3 2017/18</td><td>48</td><td>85.0%</td></tr> <tr><td>Q4 2017/18</td><td>52</td><td>84.0%</td></tr> <tr><td>Q1 2018/19</td><td>42</td><td>83.0%</td></tr> <tr><td>Q2 2018/19</td><td>43</td><td>84.0%</td></tr> <tr><td>Q3 2018/19</td><td>40</td><td>88.0%</td></tr> <tr><td>Q4 2018/19</td><td>35</td><td>78.0%</td></tr> <tr><td>Q1 2019/20</td><td>32</td><td>78.0%</td></tr> <tr><td>Q2 2019/20</td><td>38</td><td>85.0%</td></tr> <tr><td>Q3 2019/20</td><td>42</td><td>80.0%</td></tr> <tr><td>Q4 2019/20</td><td>68</td><td>90.0%</td></tr> </tbody> </table>	Quarter	Staff FTE excl. trainees	% calls answered	Q3 2017/18	48	85.0%	Q4 2017/18	52	84.0%	Q1 2018/19	42	83.0%	Q2 2018/19	43	84.0%	Q3 2018/19	40	88.0%	Q4 2018/19	35	78.0%	Q1 2019/20	32	78.0%	Q2 2019/20	38	85.0%	Q3 2019/20	42	80.0%	Q4 2019/20	68	90.0%	<p>Context:</p> <p>Customer Services is currently measured on how many customer calls and webchats are answered, as well as how long customers wait and level of customer satisfaction.</p> <p>Call answer rates and wait times are determined largely by whether there are enough staff to meet the demand.</p> <p>This correlation is illustrated in the first chart.</p>																					
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Two Year Trend

Commentary



Timescales for Improvement

- Intensive work is taking place to improve the experience of Housing customers who represent 20% of calls, by establishing a Housing Resolution Centre, investing in staff training, team working, new systems and processes across the two services, and the insourcing of repairs, all of which will start to reduce demand caused by avoidable contact and improve customer services KPIs. A new higher graded job description has been agreed for which empowers staff to resolve more enquiries at first contact, six additional posts have been added, and once staff are appointed to these new posts, they will be co-located in Edmonton Green with the rest of the Housing Service.
- Over the next 12 months the 3 core systems that Customer Services uses – CRM, telephony and the website - are all being upgraded, to support staff in delivering the best positive customer experience.
- Customer Services have developed a separate action plan to address the webchat performance which includes training for staff, revising the survey questions that are asked to get feedback to allow us to understand where there are issues and also undertaking reviews and audits of staff. Full feedback will be included in the next performance report at Q1. Quarter 1 performance has been encouraging so far for Quarter 1 2019-2020.

Action Plan Subject: Complaints, FOI's and Complaints
Lead Director: Director of Law and Governance

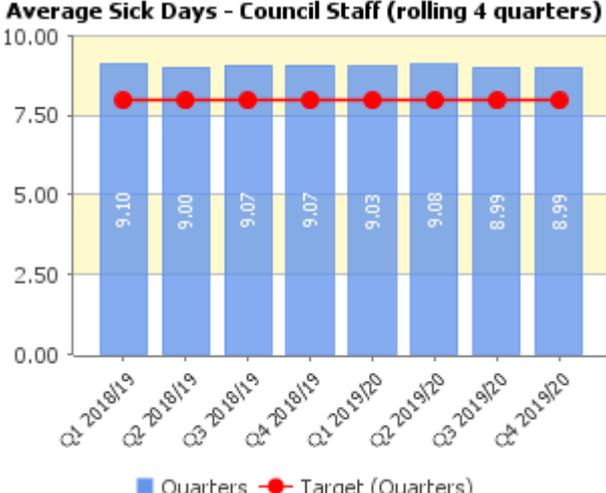
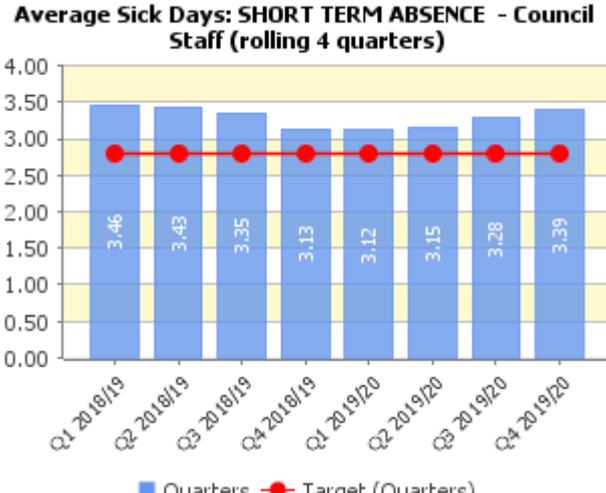
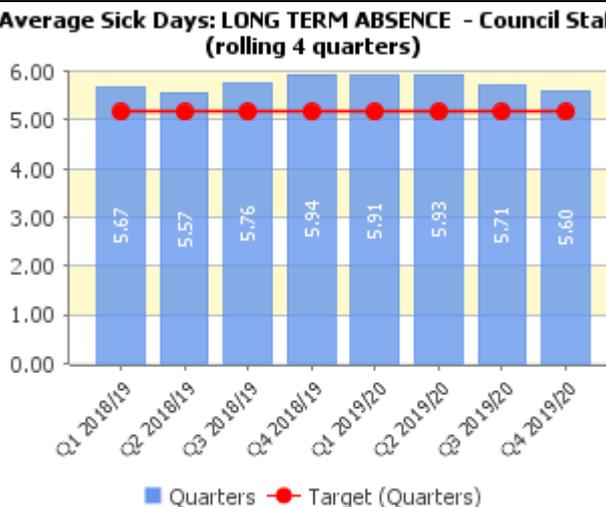
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<p>Initial Review Complaints - Council Overall (% inside target)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2018/19</td><td>81.9%</td><td>90.0%</td></tr> <tr><td>Q2 2018/19</td><td>83.1%</td><td>90.0%</td></tr> <tr><td>Q3 2018/19</td><td>82.2%</td><td>90.0%</td></tr> <tr><td>Q4 2018/19</td><td>81.9%</td><td>90.0%</td></tr> <tr><td>Q1 2019/20</td><td>81.9%</td><td>90.0%</td></tr> <tr><td>Q2 2019/20</td><td>83.1%</td><td>90.0%</td></tr> <tr><td>Q3 2019/20</td><td>82.2%</td><td>90.0%</td></tr> <tr><td>Q4 2019/20</td><td>82.2%</td><td>90.0%</td></tr> </tbody> </table>	Quarter	Performance (%)	Target (%)	Q1 2018/19	81.9%	90.0%	Q2 2018/19	83.1%	90.0%	Q3 2018/19	82.2%	90.0%	Q4 2018/19	81.9%	90.0%	Q1 2019/20	81.9%	90.0%	Q2 2019/20	83.1%	90.0%	Q3 2019/20	82.2%	90.0%	Q4 2019/20	82.2%	90.0%	<p>The charts to the left show the current performance for Freedom of Information Requests (FOIS), MEQS and Complaints. The red line relates to the target.</p> <p>Initial reviews a slight drop on Q3 0.9% with the biggest drop being with co-ordinated complaints, with only 53% being completed in January on time, this was rectified and back to 100% by February. The worst month being January, impacted by office closures and less staff around over the Christmas period. The impact off waste services changes, impacted on the ability to respond to all queries on time due to the increased volume of queries.</p>
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<p>All Departments - FOIs answered within 20 days</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2018/19</td><td>68.2%</td><td>100.0%</td></tr> <tr><td>Q2 2018/19</td><td>63.5%</td><td>100.0%</td></tr> <tr><td>Q3 2018/19</td><td>79.2%</td><td>100.0%</td></tr> <tr><td>Q4 2018/19</td><td>79.7%</td><td>100.0%</td></tr> <tr><td>Q1 2019/20</td><td>70.4%</td><td>100.0%</td></tr> <tr><td>Q2 2019/20</td><td>81.8%</td><td>100.0%</td></tr> <tr><td>Q3 2019/20</td><td>94.2%</td><td>100.0%</td></tr> <tr><td>Q4 2019/20</td><td>82.5%</td><td>100.0%</td></tr> </tbody> </table>	Quarter	Performance (%)	Target (%)	Q1 2018/19	68.2%	100.0%	Q2 2018/19	63.5%	100.0%	Q3 2018/19	79.2%	100.0%	Q4 2018/19	79.7%	100.0%	Q1 2019/20	70.4%	100.0%	Q2 2019/20	81.8%	100.0%	Q3 2019/20	94.2%	100.0%	Q4 2019/20	82.5%	100.0%	<p>FOIS: For Quarter 4 for FOIs, performance was 82.5% answered in 20 working days against a target of 100%. There has been a drop in % completed in Q4 compared to Q3 of 11%. The worst month being January, impacted by office closures and less staff around over the festive period. Again the impact of increased demand from the Waste changes had an impact.</p> <p>Additional analysis is being undertaken to look at trends in terms of commonly asked questions and requests and this will form part of the action plan for the next quarters performance report.</p>
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<p>All Departments - MEQs closed within 8 days</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2018/19</td><td>75.3%</td><td>90.0%</td></tr> <tr><td>Q2 2018/19</td><td>65.9%</td><td>90.0%</td></tr> <tr><td>Q3 2018/19</td><td>80.3%</td><td>90.0%</td></tr> <tr><td>Q4 2018/19</td><td>79.7%</td><td>90.0%</td></tr> <tr><td>Q1 2019/20</td><td>73.3%</td><td>90.0%</td></tr> <tr><td>Q2 2019/20</td><td>83.9%</td><td>90.0%</td></tr> <tr><td>Q3 2019/20</td><td>86.6%</td><td>90.0%</td></tr> <tr><td>Q4 2019/20</td><td>76.8%</td><td>90.0%</td></tr> </tbody> </table>	Quarter	Performance (%)	Target (%)	Q1 2018/19	75.3%	90.0%	Q2 2018/19	65.9%	90.0%	Q3 2018/19	80.3%	90.0%	Q4 2018/19	79.7%	90.0%	Q1 2019/20	73.3%	90.0%	Q2 2019/20	83.9%	90.0%	Q3 2019/20	86.6%	90.0%	Q4 2019/20	76.8%	90.0%	<p>Further Comments: Waste services create approximately 80% of the complaints workload for the team and the impact of the services changes over the last 6 months has affected the ability for the waste team and C&I to respond as effectively as they would like to these complaints as the volume has increased</p> <p>Impact of COVID from February/March started to impact on the statistics in March, but this will be seen more in the next quarter as the impact for some service areas to respond to FOIs and Complaints has been seriously comprised by the work they have needed to do for COVID, particularly Adult social care and Finance.</p> <p>Changes to processes during the last quarter due to COVID, in that we stopped sending weekly reports and formal reports, will have had an impact</p>
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Two Year Trend	Commentary
	<p>on responses being completed on times. This will also be seen in Q1 for 2020/21. However, from the 1st June we have resumed sending weekly reports to services and management and reinstated a revised chaser schedule</p> <p>To improve the service and % rates, working closely with officers to ensure accurately logging of all complaints, FOIS and SARs. Karen Hale as the new complaints managers since 6th April, is currently reviewing all processes and meeting with service areas to ensure we work as effectively as possible to get complaints and FOIs completed as quickly as possible, but also improve the quality of these responses, so we can try and reduce the number of Final complaints and the number of FOIs that go to internal review</p> <p>For SARS for Q4, we have seen an increase in the % completed on time compared to Q3, from 65.5% to 71%,</p> <p>A new suite of Power BI dashboards has been created for services to assist them in having an up to date picture of all outstanding FOIS allowing them to be able to more effectively target on a daily basis those that remain open and are approaching the deadline.</p> <p>MEQs: Quarter 4 for MEQ's performance was 76.8% answered in 8 working days against a target of 95%. This is a dip in performance of 9.8% from the previous quarter where the response rate was 86.6%.</p> <p>The dip in performance is in part due to the impact of covid-19 and the need for services to focus on the covid response. The impact of this will also be seen in Q1 for 2020/21.</p> <p>Changes to waste services fortnightly collections saw an increase in enquires and a dip in performance where only 52% of waste enquiries were answered within 8 days, this should improve next quarter.</p> <p>MEQ co-ordinated cases increased to 87 for the quarter compared to Q3 when there were 66, this is where a response is required from more than one department, this remained at 100% answered within 8 days. The breakdown by department was as follows:</p>

Two Year Trend	Commentary														
	<p data-bbox="847 277 1246 311">Q4 (01/01/2020 – 31/03/2020)</p> <table data-bbox="847 344 1259 580"> <thead> <tr> <th data-bbox="847 344 1107 378">MEQ</th> <th data-bbox="1118 344 1259 378">% in Time</th> </tr> </thead> <tbody> <tr> <td data-bbox="847 383 1054 412">Chief Executive</td> <td data-bbox="1139 383 1214 412">83.00</td> </tr> <tr> <td data-bbox="847 416 991 445">Resources</td> <td data-bbox="1139 416 1214 445">88.00</td> </tr> <tr> <td data-bbox="847 450 943 479">People</td> <td data-bbox="1139 450 1214 479">86.00</td> </tr> <tr> <td data-bbox="847 483 927 512">Place</td> <td data-bbox="1139 483 1214 512">74.00</td> </tr> <tr> <td data-bbox="847 517 1023 546">Co-ordinated</td> <td data-bbox="1123 517 1214 546">100.00</td> </tr> <tr> <td data-bbox="847 551 1046 580">TOTAL MEQ's</td> <td data-bbox="1139 551 1214 580">77.00</td> </tr> </tbody> </table> <p data-bbox="847 613 1522 741">Additional analysis is being undertaken to look at trends in terms of commonly asked questions and requests and this will form part of the action plan for the next quarters performance report.</p>	MEQ	% in Time	Chief Executive	83.00	Resources	88.00	People	86.00	Place	74.00	Co-ordinated	100.00	TOTAL MEQ's	77.00
MEQ	% in Time														
Chief Executive	83.00														
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Action Plan Subject: Sickness Absence

Lead Director: Director of Human Resources & Organisational Design

Two Year Trend	Commentary																		
<p>Average Sick Days - Council Staff (rolling 4 quarters)</p>  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Sick Days</th> </tr> </thead> <tbody> <tr><td>Q1 2018/19</td><td>9.10</td></tr> <tr><td>Q2 2018/19</td><td>9.00</td></tr> <tr><td>Q3 2018/19</td><td>9.07</td></tr> <tr><td>Q4 2018/19</td><td>9.07</td></tr> <tr><td>Q1 2019/20</td><td>9.03</td></tr> <tr><td>Q2 2019/20</td><td>9.08</td></tr> <tr><td>Q3 2019/20</td><td>8.99</td></tr> <tr><td>Q4 2019/20</td><td>8.99</td></tr> </tbody> </table>	Quarter	Average Sick Days	Q1 2018/19	9.10	Q2 2018/19	9.00	Q3 2018/19	9.07	Q4 2018/19	9.07	Q1 2019/20	9.03	Q2 2019/20	9.08	Q3 2019/20	8.99	Q4 2019/20	8.99	<p>Please note the following definitions for the purposes of this report.</p> <p>FTE: Full Time Equivalent is the hours worked by one employee on a full-time basis.</p> <p>Average FTE Days: This is the number of FTE working days lost to sickness absence divided by the number of FTE employees in the Service.</p> <p>The rolling 4 quarters for sickness absence up to Quarter 4 (January – March 2020 is in the chart on the left-hand side. Current Council wide performance is above target with 8.99 FTE days being lost to sickness every year. The target is 7.96 FTE days lost which was the London average in 2018/19.</p>
Quarter	Average Sick Days																		
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Quarter	Average Sick Days																		
Q1 2018/19	3.46																		
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<p>Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters)</p>  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Sick Days</th> </tr> </thead> <tbody> <tr><td>Q1 2018/19</td><td>5.67</td></tr> <tr><td>Q2 2018/19</td><td>5.57</td></tr> <tr><td>Q3 2018/19</td><td>5.76</td></tr> <tr><td>Q4 2018/19</td><td>5.94</td></tr> <tr><td>Q1 2019/20</td><td>5.91</td></tr> <tr><td>Q2 2019/20</td><td>5.93</td></tr> <tr><td>Q3 2019/20</td><td>5.71</td></tr> <tr><td>Q4 2019/20</td><td>5.60</td></tr> </tbody> </table>	Quarter	Average Sick Days	Q1 2018/19	5.67	Q2 2018/19	5.57	Q3 2018/19	5.76	Q4 2018/19	5.94	Q1 2019/20	5.91	Q2 2019/20	5.93	Q3 2019/20	5.71	Q4 2019/20	5.60	<p>Average Sick Days per FTE for the Resources Directorate is 1.81 which is below the 1.99 target and an improvement on Quarter 3. This relates to 230 individuals who had a period of sickness in the period.</p> <p>Average Sick Days per FTE for the People Directorate is 2.03 which is above the 1.99 target and is an increase on Quarter 3. This relates to 159 individuals who had a period of sickness in the period.</p> <p>Average Sick Days per FTE for the Place Directorate is 3.39 which is above the 1.99</p>
Quarter	Average Sick Days																		
Q1 2018/19	5.67																		
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Q4 2019/20	5.60																		

Two Year Trend	Commentary
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target but is a decrease on Quarter 3. This relates to 230 individuals who had a period of sickness in the period.

(ii) Sickness Absence - Avg FTE Days Lost per FTE							
Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20		Annual Target 2019/20
	Value	Value	Value	Value	Value	Target	
HR0008dd Average Sick Days per FTE per Month - Place	3.04	2.52	2.91	3.18	3.39	1.99	7.96
RES006 Environment & Operations	3.08	2.85	3.59	3.49	3.50	1.99	7.96
RES011 Property & Economy	1.38	0.69	0.76	2.51	4.24	1.99	7.96
RES012 Housing and Regeneration	4.19	3.05	2.90	3.53	3.77	1.99	7.96
RES013 Planning	1.04	0.12	0.22	0.57	0.72	1.99	7.96

The Place department has continued to show the highest sickness rates and along with the People department.

A breakdown in the sickness rates for Place is to the left.

It should be noted that the Place department has a large manual workforce where sickness absence levels does tend to be higher. This trend is not just within Enfield Council and is typical within this workforce category. The areas that have the highest absence rates are within Property and Economy and Housing and Regeneration. Property and Economy has seen a recent increase in absence rates.

A deep dive analysis has been completed, this runs up to Quarter 2 to help inform actions and strategies to address absence. For the Place department that has seen the higher absence rates the findings are:

For male employees the main reasons for absence are musculoskeletal problems followed by anxiety, stress and depression.

For female employees, anxiety, stress and depression are the highest reason for absence followed by injury and fracture

It should be noted that the total headcount for the Place department has increased over the last year which may account for some of the rise in sickness, this is due to structural changes across the Council.

A review of return to work interviews has been completed which should occur when an officer returns to work and Place is the best performing department in undertaking these.

A review of manual and non-manual staff absence has taken place and the volume and incidents of manual staff absence have reduced this year in comparison to last year.

Two Year Trend	Commentary
	<p>Specific support is being given to staff across these areas including increased training and support.</p> <p>As a result of the deep dive the actions below have been refreshed.</p>

Next Steps, Additional Analysis and Further Actions:

- Staff that have reached trigger points for sickness are reviewed by the services and cases of long term absence or frequent occurrences are being actively managed. Managers of these staff are being supported by HR.
- The OD team have commissioned a series of Mental Health workshops for both employers and employees. The pilot commenced at the end of 2019. Following feedback from attendees, the L&OD service is now commissioning a new provider to deliver practical training for staff and managers. This second pilot is due to start in June 2020.
- HR and Knowledge & Insight are working closely together to ensure management sickness absence reports are provided to all Directors on a monthly basis.
- HR Advisers will continue to have regular review meetings Directors and managers to ensure there is an agreed action plan for each case.
- Long term sickness absence over 100 days will be revisited and an action plan developed to address these.
- Six monthly sickness absence reports will be shared with EMT with progress updates where there are identified concerns. Knowledge & Insight will support HR with the production of these reports.

Council Housing

- A sickness absence review board has been established to review all sickness within Council Housing.
- HR continuing to monitor absence in all areas of housing, and support managers in addressing frequent and long-term absence
- Monthly absence reports will be cascaded to Directors and reviews will take place with HR officers, to ensure action plans are in place to reduce high level of sickness absence and ensure all current cases are being effectively managed.
- There are three longer term absence cases which have been directly impacted by Covid-19 with the employees having operations or specialist / consultant appointments cancelled
- The majority of the Housing Team now have stable leadership with clear direction and a consistent approach to supporting attendance in the workplace.
- Still some outstanding coaching to be delivered and these are planned to take place in Qs 1 and 2.
- Key managers from this area attended Mental Health awareness training in Q3
- There are four complex cases in the Homelessness team. HR Advisers are working with the relevant managers but due to the current pandemic there are delays to specialist appointments; face to face counselling and cancer treatments.
- Bespoke training will be delivered to the Homelessness management team in Q2.
- There is an on-going series of Organisational Development activities aimed at supporting:
 - Senior & Middle Managers across Housing
 - Additional support for the Neighbourhoods Team where morale is low.
 - Facilitated session for Housing Property Services team looking at behaviours and organisational culture. This is following some issues identified within the team and a desire to ensure that we mould and shape the culture of the service particularly as we grow the team significantly through the insourcing of repairs.

- Team building intervention for the Sheltered Housing Service who are a dispersed workforce and need to focus on improved communication and a team ethos.
- The service continues to undergo significant change with physical changes planned for Edmonton Green to accommodate the new Housing Resolution Centre. There has been an increase in headcount due to the insourcing of the repairs service; and a change in leadership..

Property & Economy

- Recommend a sickness board is formed to consider all sickness absence within the portfolio under this Director.
- HR are working with the relevant managers to ensure all cases are proactively managed.
- Recruitment activities are on-going on the appointment of new managerial roles across services including Cleaning.
- It is anticipated that sickness absence will increase following the in-sourcing of Norse. However, work is planned to support these new managers and team leaders that were TUPE'd to the council in this Service to ensure they are trained and supported to proactively manage sickness absence.
- HR induction has taken place for the 3 new Cleaning Managers including sickness absence management.
- There are eight long-term Cleaning cases that transferred to the Council and these will be dealt with as a priority. HR Advisers have been allocated to each case.
- New managers are now in place for Leisure & Culture and Facilities Management who will support absence management and renewed focus in these areas. The Senior HR Advisor is meeting with both new managers to progress and prioritise all outstanding cases in their respective services.

Environment Operations

- There continues to be on-going monthly sickness board meetings with the Director, managers and HR to discuss progress all long-term cases. This is having a positive impact as managers are progressing individual case reviews, OH referrals and hearings in a timely manner.
- All long-term cases are being actively managed with managers with appropriate support from HR
- Long-term absence is now reducing. Three cases have been resolved by ill-health retirements.
- Over the next period focus will concentrate on medium and short-term absence cases and interventions agreed.
- Recruitment has been completed in the Parks service to reduce the number of agency workers. All new recruits have completed their induction including service expectations and procedures in relation to sickness absence.
- New front-line supervisors in Waste Services have completed an induction with HR and are receiving HR support in relation to absence management and processes.

Timeframes for Improvement

- As managers start to address sickness absence and record this information more accurately, there may be a slight rise in the short to medium term of our absence figures. It is anticipated through the activities that result from the deep dive exercise, and the reporting of sickness absence on a 12-month rolling year, these figures should show a reduction by December 2020.
- Priorities will be initially focussed on long term sickness absence across the council.
- However, it is important to note, that the effect of Covid-19 may have a adverse impact on the Council's ability to reduce sickness absence whilst the pandemic situation continues.
- It is anticipated that by addressing the root causes of work-related stress and supporting staff through mental health and wellbeing, this will significantly improve the overall attendance and sickness absence figures.
- Further analysis will be provided looking at sickness patterns around the manual workforce as part of next performance review and action plan. At this stage we will have a full end of year sickness period to report on.

Action Plan Subject: Temporary Accommodation
Lead Director: Executive Director Place

Two Year Trend	Commentary																											
<p style="text-align: center;">Number of households living in temporary accommodation</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>3320</td> <td>3000</td> </tr> <tr> <td>Q2 2018/19</td> <td>3424</td> <td>3000</td> </tr> <tr> <td>Q3 2018/19</td> <td>3392</td> <td>3000</td> </tr> <tr> <td>Q4 2018/19</td> <td>3410</td> <td>3000</td> </tr> <tr> <td>Q1 2019/20</td> <td>3410</td> <td>3000</td> </tr> <tr> <td>Q2 2019/20</td> <td>3428</td> <td>3000</td> </tr> <tr> <td>Q3 2019/20</td> <td>3446</td> <td>3000</td> </tr> <tr> <td>Q4 2019/20</td> <td>3474</td> <td>3000</td> </tr> </tbody> </table>	Quarter	Actual	Target	Q1 2018/19	3320	3000	Q2 2018/19	3424	3000	Q3 2018/19	3392	3000	Q4 2018/19	3410	3000	Q1 2019/20	3410	3000	Q2 2019/20	3428	3000	Q3 2019/20	3446	3000	Q4 2019/20	3474	3000	<p>Quarter 4 showed that Enfield had 3474 households in Temporary Accommodation (TA). This is a slight increase from the end of year and Quarter three figure of 3446. Demand continues to place pressure on the service</p> <p><u>COVID pandemic - Emergency Accommodation provision</u></p> <p>The country went into lockdown on 22 March 2020, following this the closure of all rough sleeper shelters by 27th March 2020. In preparation to house rough sleepers and single people at imminent risk of rough sleeping we began the process of procuring/negotiating room/studio/1-bedroom accommodation from the following provision:</p> <ul style="list-style-type: none"> • Registered Providers • Empty council stock • Use of refurbished decants (regen areas) • Negotiation with Travelodge (Edmonton) • Nightly let accommodation • Supported housing providers <p>From contacting the above providers, a listing was created of suitable accommodation to support both COVID symptomatic and non-symptomatic cases to ensure safety for a lock down period of up to 12 weeks. The Allocations scheme was suspended for a period to aid using council stock for emergency use.</p> <p>In relation to family size units the government issued a moratorium for evictions in the private rented sector, therefore stopping any further bailiff warrants for the period of lock down.</p> <p><u>Update on Service Design for homeless and Prevention Services</u></p> <p>In preparation for the new service redesign, new ways of delivering homelessness and prevention Services started in January 2020 with new teams and more experienced caseworkers working on the front line at John Wilkes House to receive enquiries, offer advice and take on casework with minimum hand offs. This means new customers have one caseworker dealing with homelessness prevention and any follow up homeless application. The new Service Model is more</p>
Quarter	Actual	Target																										
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Q4 2019/20	3474	3000																										

efficient, enabling caseworkers to undertake 'outreach' homelessness prevention surgeries, co-located with the Council's front-line MASH and Children's Services' Early Help Services. Standing Together Domestic Abuse charity has been reviewing Enfield's approach to Domestic Abuse in housing cases through research, surveys, interviews and workshops with staff and partners to inform Enfield's new service model. Pending their recommendations, a new risk based domestic abuse checklist has been designed to support and improve our response to those facing domestic abuse.

The Covid pandemic led to a rapid redesign of the service offer. All services are now provided through a central phone line with the number advertised to other agencies and through our website. Calls are monitored to ensure that all calls are answered within 5 rings. Once someone is registered with the service, they are able to contact their caseworker directly by phone or email. Alternative solutions have been found for submitting documents and signing agreements, meaning that we are able to provide the service remotely. The lessons for this are now being built into the future service model.

Cabinet agreed on the January 22nd, 2020 for the following to take place with the associated timeframes:

- New service design restructure – starting June 2020
- Join Capital Letters – April 2020
- Establish Enfield Let (subject to approval)
- Use of Single Homelessness Program (SHPS) – April 2020

We envisage that the new structure will be partially in place by June 2020 with a fully staffed structure by end September 2020. The timescale is subject to union and staff consultation.

Timescales for Improvement:

In terms of seeing an improvement in the TA figures, this will only be realised through the service design.

Positive Actions undertaken in Quarter 4

Other positive actions include:

- 40 rough sleepers housed (verified)
- Moved on 30 families from TA
- Prevented 98 families from going into TA

	<ul style="list-style-type: none">• Reduction in TA void property income loss of £196k• Close working with our TA Income Recovery Team colleagues resulted increased collection of rent by £235k
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